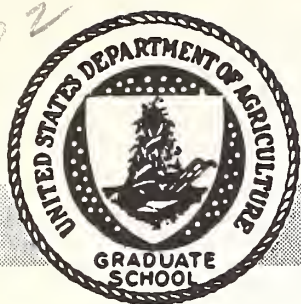


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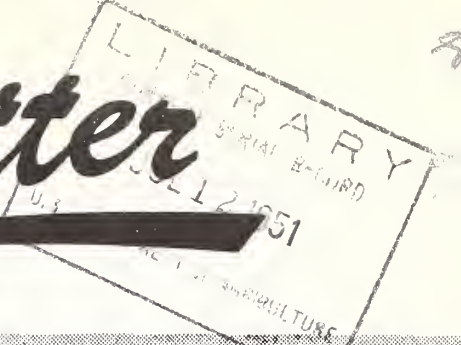
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# Newsletter



GRADUATE SCHOOL ★ USDA

April 24, 1951

To the Faculty, Committee Members and  
others associated with the Graduate School:

We are losing a valued staff member,

May 1, when Harold F. Eisele, Assistant Director, transfers to Public Health Service, where he will be chief of the Plans and Report branch in the Bureau of States Services and serves as executive secretary of the Bureau's research committee.

I look on his going with mixed feelings -- happiness because he goes to a position which interests and attracts him, pride because the agency has reached into GS for a man to head a new and challenging venture, and regret because GS loses an effective member of our administrative family.

Dr. Eisele came to GS in January 1946 from the Office of Personnel where he had been head of professional and technical training in the personnel section. Prior to that he served as SCS regional training officer with headquarters in Milwaukee. He entered government in 1935. He is a graduate of Grand Island (Nebraska) College and holds the MS and PhD degrees from Iowa State College.

To those of you have worked with him over the past 5 years, his record speaks better than I can tell you of his ability and willingness to serve GS, his resourcefulness in handling the multitudinous jobs that come our way, his genuine interest in every phase of the work. He says education has become a part and parcel of his life and he hopes to continue working with GS as time permits. I am sure you join with me in wishing him the best of success and satisfaction in his new assignment.

The summer term schedule

emphasizes training for office workers now needed so desperately by the defense agencies. Among courses scheduled for the first time in a GS summer session are: Machine Tabulation for Beginners, taught by Milton Kaufman (Census); Supervision, taught by Earl D. Sharar (BPISAE); Secretarial Practices, taught by Mrs. Ellen Groff, a faculty member of the Hannah Harrison School; Shorthand at 80 words and more per minute for Stenotype Operators; Government Letter Writing, taught by Verne Samson.

We are also scheduling courses in Everyday Russian, German, Spanish, and French.

Registration for the summer session begins May 28 and continues through June 2. Classes begin June 4 and continue through August 10.

### The biggest recent boost

towards the use in public administration of the scientific method has come from the work of Michigan's Survey Research Center, founded by Rensis Likert and colleagues, formerly of BAE and active in GS as faculty and committee members. The center is engaged in a 10-year program designed to discover the principles that govern the behavior of individuals in groups, and principles basic to organizing and managing human activity. Much of the first research has been financed by the Office of Naval Research; like other armed forces units, ONR learned that mechanical arms superiority is useless without well-coordinated human skills.

Likert's research begins to indicate that needed administrative leadership qualities may differ from our past conceptions of them, that our knowledge of employee morale and group productivity is still surprisingly primitive. It supports, too, the theory that administration is first and last human relations, that the interactions of people in groups constitute an entity separate from the sum of the group members; that administration as a group process is coterminous with the whole process of agency operation and is not confined to a small elite corps.

Last week, in Denver, I talked on the group process in administration to USDA officials from the western states studying administration and found them keenly interested in this subject and well informed on it. Last Thursday I talked on the same subject to the staff of the USDA Office of Budget and Finance here in Washington.

### Another new book by a GS faculty member

was announced this month by John Wiley & Sons. It is AGRICULTURAL MARKET PRICES by Warren C. Waite, late professor of agricultural economics at the University of Minnesota, and Harry C. Trelogan (ARA), a member of the GS faculty and chairman of the marketing lecture series. Dr. Trelogan tells me the information was compiled while he was doing graduate work at Minnesota. It was first published by the Burgess Publishing Company of Minneapolis. This edition has been revised and brought up to date.

The core of the book covers special features of agricultural supply and demand, price formation generally and in farm product markets, and agricultural product price variations related to time, location, and quality factors. Appropriate materials on statistics, price analysis, money, general price level, factor of production, prices, price control, and price policy are included. The book will be used as a text for the course "Economics of Marketing."

### Seven orientation courses

have been given since January 1 at the Library of Congress for more than 200 national leaders from Japan and the Ryuku Islands. These men and women, who occupy positions of importance in their homeland, were brought here under the Army's Exchange of Persons program to see democracy in action. During a 3 to 4-day stay at LOC they were given lectures on American history and geography, customs and etiquette, the structure of government, the school system, health and welfare agencies. They were taken on tours of the Library, the Capitol, and the Supreme Court building and were shown films from the Library's extensive collection.

### Trainees from the JMA register

are giving first rate performances in REA in their own work and stimulating fellow trainees from in the service to do better jobs, says John W. Asher Jr. In a recent meeting of personnel officers he told about REA experiences with trainees recruited from the highly select register. He prefaced his remarks with a few comments on the REA engineer trainee program. Dating back to 1936 and coordinated with a policy of promotion from within, the trainee program has worked so well that it has not been necessary to do much recruiting outside for top spots in the agency.

However since the establishment of the JMA register a few trainees have been chosen each year. Following an intensive orientation and comprehensive training program the trainees have been placed in assignments usually of their first choice. These are jobs such as apprentice field representative in the management division, junior loan examiners, office and management examiners, junior management analysts in the power division, training assistants, and internal audit.

Mr. Asher says it is a little early to judge but, it is apparent that the trainees are doing good work. About half of them have shifted assignments. It seems to take two years for a new man to settle down. All have progressed or will shortly move into jobs at GS-9 rank. Other career employees have progressed too as they have been stimulated to match the training and performance of those from the register. There is no evidence that the plan for the JMA group is giving rise to an "elite corps" concept.

### Certified Statements of Accomplishment

in Administrative Procedure have been awarded to Arvoa Saari, head of the mail section in administrative services, ECA; Charles Sullivan, clerk-typist in the Office of Information, USDA; and William Maloney, administrative assistant in the Bureau of Naval Personnel, Defense.

### Sorry, we don't have copies

of the lectures given in the GS series, "Meeting the Challenge of Growing Older." We've had a number of requests for them. One letter, incidentally, brought news of a former GS teacher. Charles L. Stewart, professor of agricultural economics at the University of Illinois, says, "You may find me listed as one of the first members of your faculty. How the Graduate School has grown!"

Interest in GS lectures continues for many years after the series has been given. We have recently granted Jacob Viner of Princeton permission to include in a volume of his collected essays a lecture he gave in the GS series on current economic problems in 1936. They are to be published by Augustus M. Kelley Inc., of New York City under the title, "Essays in Economic Theory and Economic Policy."

### Have you seen

the interim report on the House Agriculture Committee's study of OFAR? Among improvements that should be sought, in the Committee's opinion, are direct responsibility to the Secretary of Agriculture for carrying out foreign agricultural programs and the coordination of such programs under the agricultural attache in the country involved. A summary of the report can be found in the DIGEST OF CONGRESSIONAL PROCEEDINGS OF INTEREST TO THE DEPARTMENT OF AGRICULTURE, April 3.



The lecture and formal recitation,

being methods of greatest convenience, widely, uncritically, and habitually used are of limited effectiveness, says Herbert Schueler, director of general studies, Queens College. Writing in the spring issue of HIGHER EDUCATION, he argues the case on the grounds that learning succeeds to the degree the learner feels that what he is learning matters to him ... and the degree he is actively engaged in the process. Neither factor is effective without the other. Learning is their product, not their sum. In the formal lecture situation, the students are spectators of the learning process, rather than participants in it.

A training officers seminar

in GS is under consideration. The Federal Personnel Counsel training committee has asked a subcommittee to broaden its report on defense training to include not just factual material but also "selling" material.

AMONG OURSELVES

V. Webster Johnson (BAE) is serving as a member of the agricultural task force working with the Puerto Rican government at its request on agricultural problems in the island. The task force is headed by Nathan Koenig of the Secretary's Office.

We note in the annual report of C. R. Arnold, production credit commissioner of FCA, that 60 more associations have now retired all government-owned capital. This makes a total of 176 associations that are now completely farm-owned.

Wilbur Youngman (PMA) who teaches the GS course in home gardening, is the author of THE STAR GARDEN BOOK. You can buy a copy at the Evening Star building for 85 cents or order from the Star by mail for \$1. Mr. Youngman who has conducted the Star garden column for the past 14 years, is now also giving a 15-minute garden show on WMAL-TV each Tuesday evening at 6:45.

C. V. Bowen (BEPQ), who teaches the course in advanced organic chemistry, tells us he is being transferred to Orlando, Florida, but will be able to complete work for the spring semester.

Daniel L. Leedy (Fish and Wildlife Service) was recently elected vice-president of the American Wildlife Society.

Dova Smith (GS) who is now Mrs. Nicolas Manili was married Sunday, April 8, at St. Gabriel's church.

Sincerely,



Director